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# Maine Family Planning

Strategic Framework to Shape  
the Next 50 Years of Family Planning

2023 - 2028

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# Strategic Planning Committee

Board members:

Jodi Bolduc

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Facilitators:

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Corita Brown, PhD

Staff members:

Amy Black

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*Map of MFP's 18 directly-operated clinics*

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## INTRODUCTION

In 1971, the Family Planning Association of Maine (now Maine Family Planning) was founded by a group of individuals dedicated to the proposition that every Maine woman should have equal access to high-quality reproductive health services. Through their tireless efforts, sometimes against great odds, our founders created a force for statewide family planning.

50 years later, Maine Family Planning maintains 18 clinics outside of Portland that provide sexual and reproductive health care including gender-affirming care, contraception, abortion, fertility services, and much more. We have a Prevention Education program that works with K-12 educators and youth-serving organizations throughout the state, and we operate the WIC program in Washington and Hancock Counties and the Maine Families program in Hancock County.

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*A team snapshot from the Parker F. Harris and Russell N. DeJong Jr Center for Reproductive Health in Augusta (2021)*

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Across our program areas, Maine Family Planning directly serves more than 10,000 people a year, and together with our network of subgrantees for family planning services, we currently serve more than 35,000 patients annually.

This network has been Maine's trusted source for high quality, confidential, and affordable reproductive and sexual health services for more than 50 years.

In 2018, Maine Family Planning was the only independent nonprofit Title X grantee who chose to exit the Federal Title X program rather than submit to the abortion gag rule. In 2020 when the COVID-19 pandemic hit, we were able to pivot quickly to telehealth, having already invested in a comprehensive fiber network build out. We never closed our doors, and continued to see patients and retained staff and providers throughout the pandemic.

**Harnessing that same level of vision and courage, this Strategic Plan lays out the key priorities to ensure that we build towards a near future where every Mainer has the human right to bodily autonomy, and the resources and freedom to control their sexual and reproductive lives.**

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# Mission

**Our Mission** is to ensure that all people have access to high-quality, culturally relevant and affordable sexual and reproductive health care services, comprehensive sexual health education, and the right to control their sexual and reproductive lives.

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# Vision

We are building a future where everyone has the human right to bodily autonomy, and the resources and freedom to control their sexual and reproductive lives in safe and sustainable communities.

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# Values

- **We believe in dignity.**  
All people should have the means and information to control their sexual and reproductive lives, regardless of where they live or how much money they have.
  - **We believe sexual and reproductive rights are human rights.**  
We work to create a system of laws and education that supports access to a full range of sexual and reproductive health care.
  - **We believe in diversity, equity and inclusion.**  
We believe that diversity allows us to best serve our patients and communities, and that a culture of inclusion invites authentic voices and unique perspectives to contribute to our organization. Working in partnership to reshape our systems to be more inclusive and equitable ensures we can best serve the needs of our communities.
  - **We believe in collective power.**  
We work with individuals and partner with organizations to achieve our vision.
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# Strategic Goals 2023-2028

1. Shift our funding proportions to be more resilient.
  2. Organize an enduring political base of support for reproductive health in Maine.
  3. Improve and expand services to meet the post-Dobbs moment and the growing needs of a diversity of patients.
  4. Support and strengthen the MFP workforce.
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## STRATEGIC

### GOAL 1:

Shift our funding proportions to be more resilient.

#### Capital Campaign Feasibility Analysis

Determine the feasibility of a \$12M capital campaign that brings MFP's reserves to \$20M total.

#### Increase State Government Funding

Increase level of state government funding for family planning services

#### Develop Earned Income Revenue

Explore the feasibility of developing new sources of earned income

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## STRATEGIC

### GOAL 2:

Organize an enduring political base of support for reproductive health in Maine.

#### Engagement Capacity

Increase MFP's capacity to contribute to coalition efforts aimed at defending and advancing reproductive rights in Maine.

#### Build Civic Engagement of Staff and Patients

Build board, staff and patient civic engagement capacity to become confident advocates for progressive sexual and reproductive health policies.

#### Re-evaluate Feasibility of 501c4 or PAC

Create a plan for 501c4 funding from new donors who will not detract from main funding.

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## STRATEGIC GOAL 3:

Expand services to meet the post-Dobbs moment and the growing needs of a diversity of patients.

### New Mainers and Indigenous Wabanaki

Expand MFP's service capacity in the Lewiston-Auburn region and Washington and Aroostook counties, while simultaneously developing relationships with organizations led by, serving, and advocating on behalf of New Mainers and Wabanaki citizens.

### Monitor federal landscape

Continue to monitor needs of patients living in ban states and states that border ban states.

### Expand Services for Mainers

Explore the feasibility of offering new services within SRH parameters as well as expanding existing services.

### Abortion expansion

Expand the number of weeks within which MFP will offer abortion care at the Center for Reproductive Health from 14 to 16 weeks LMP (last menstrual period).

### Gender affirming care expansion

Test the feasibility of initiating a gender-affirming medical aesthetics sub practice.

### Accessibility

Expand MFP's ability to serve patients with disabilities.

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## STRATEGIC

### GOAL 4:

Support and strengthen the MFP workforce.

#### Fully Integrate Diversity, Equity, Inclusion and Anti-Racism Plan of Action

Prioritization and investment in the implementation of MFP's DEIA plan of action.

#### Leadership Development for Staff and Board

Expand current leaders' capabilities and build a pipeline of leaders for MFP through intentional leadership development and succession planning.

#### Leadership Development for entry level staff

Scholarship and other support for staff to attain GED/HiSET diplomas and Associates degrees.

#### Build Staff Resilience and Connection

Expand staff salary and benefits.

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# Consultants

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# About Miriam Yeung, MPA

Miriam Yeung was raised in the projects of Brooklyn and is a proud, queer, immigrant, woman, activist parent who currently provides consulting for a living with a particular focus on supporting organizations to spend their time most purposefully.

From 2008 – 2016, she led the National Asian Pacific American Women's Forum (NAPAWF), the nation's only national multi-issue organization dedicated to building power and winning reproductive justice, economic justice and immigrant rights for Asian American and Pacific Islander women and girls. During her time at NAPAWF, she organized with a network of local chapters in 16 cities while also taking my seat at Federal policy tables. She became an expert on so-called Prenatal Nondiscrimination laws - racist and sexist anti-abortion laws which target Black and Asian women, and testified in Congress against these measures twice. She also co-founded *We Belong Together*, a campaign that organizes women for immigrant rights. She 'speaks research' somewhat proficiently – having developed a community-based participatory action to research project with AAPI young women which ran for 12 years over 5 different sites. She successfully tripled the budget of the organization and managed a team of 12 located throughout the United States.

Prior to her time at NAPAWF she spent 10 years at NYC LGBT Community Center doing direct youth services work, youth organizing, and policy and government relations. She built the *Causes in Common* coalition, a cross movement initiative to more closely align the LGBT liberation movement with the reproductive rights, health and justice movements; developed the NYS and NYC Dignity for All Students laws which were anti-bullying laws to protect LGBT students; and successfully advocated for the inclusion of LGB youth in statewide data collection efforts.

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# About Corita Brown, PhD

Corita's work is grounded by a 25-year yoga practice, and deeply informed by her experience in the natural world and the three generations in her family that taught her about social justice. She has two decades of experience supporting nonprofit, educational and public sector organizations in every region in the country where she has worked as a consultant, coach, nonprofit director, board member, researcher and writer. Corita has extensive experience with organizational learning, participatory research, design thinking, leadership development, and team building. She is nationally recognized for her work supporting teams, organizations, networks and community groups in navigating racial-generational divides.

From 2015-2020, Corita led national efforts to accelerate intergenerational innovation in cities, nonprofits, national networks and coalitions as the Director of Learning and Innovation for Encore.org. Prior to that, Corita supported the design, scaffolding, and capacity building of the Communities for All Ages national network. The network included twenty-three communities in 8 different states focused on health, education and equitable community development. She supported network members from nonprofits, grassroots groups, public schools and universities, public sector and faith-based institutions to build multi-generational, multi-racial leadership, support cross-sector collaboration, utilize a lifespan perspective for program design and evaluation, and increase trust and connection across historic divides. Network members implemented new, inclusive practices in leadership development resulting in expanded multiracial and multigenerational engagement in local community planning, bridging leadership, advisory/decision making roles, organizing and advocacy efforts.

Corita's educational background includes a Masters in Organizational Psychology and Adult Education from Teachers College, Columbia University and a PhD in Urban Studies from Temple University. She is a certified professional coach through ICF certified coaching school Leadership That Works. Based in Philadelphia, Corita works around the country and globally in both English and Spanish.

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